



REPLY TO
ATTENTION OF:

CESPD-DE

DEPARTMENT OF THE ARMY
SOUTH PACIFIC DIVISION, CORPS OF ENGINEERS

333 Market Street, Room 923
San Francisco, California 94105-2195

JUN 18 1998

MEMORANDUM FOR

Commander, U.S. Army Engineer District, Albuquerque
Commander, U.S. Army Engineer District, Los Angeles
Commander, U.S. Army Engineer District, Sacramento
Commander, U.S. Army Engineer District, San Francisco

SUBJECT: Mentoring Program

1. As we approach the 21st century, we are facing a very real and difficult challenge, increasing the diversity of our workforce, both in terms of our people and in the breath of their experience in differing organizations throughout the Corps.
2. Both here at South Pacific Division, and at our Districts, I believe that we can do better at accomplishing this. A very important process to help us assure our success in developing the best team possible is the establishment of a formal Mentoring Program for all career fields. Coupled with the establishment of this program, are senior level commitment and involvement in supporting and developing a strong program with emphasis to meet your respective areas or organizational needs.
3. We must be truly willing to invest in our people. As Commanders, you are ultimately accountable for the composition of your work force and having the "right team" in place, strong in knowledge and experience is one of the greatest legacies you can leave your organizations.
4. Through the efforts of the SPD Career Planning Program Board, CP-18 Engineers & Scientists, an informational booklet containing some key principles of Mentoring and a guide for establishing a Mentoring Program for all career fields is provided for your use.
5. It is important that your Mentoring Program be established in the manner which will best serve your respective organization in accomplishing the missions of the Corps to better serve the nation.

Reaching out to serve our people - Professionally done through teamwork!

Attachment

J. RICHARD CAPKA
Brigadier General, U.S. Army
Commanding

THE SOUTH PACIFIC DIVISION MENTORING PROGRAM



"A mentor is a kind of guide, who having been far enough to know something of what's down the path, comes back to walk with you and thus leads without leaving you to follow." Boyd (1988)



**South Pacific Division
US Army Corps
of Engineers**

What is the Mentoring Program?

- * Background
 - * Definition
 - * Mission
 - * Components
 - * Objectives
-

Background

Everyone knows that pursuing any type of professional career requires a lot of effort, determination and commitment to successfully pursue. The South Pacific Division Mentoring Program, is designed to help individuals realize their potential by emphasizing professional development in their respective career field.

But it doesn't stop there! The South Pacific Division Mentoring Program can also assist with the development of interpersonal and management skills. Through the program, individuals are introduced to professionals in their career field and these individuals can provide contact with peers within a specific discipline and liaison with the professional community.

Definition

"A mentor is a kind of guide, who having been far enough to know something of what's down the path, comes back to walk with you and thus leads without leaving you to follow." Boyd (1988)

"Mentoring" is guiding and facilitating a less experienced person to achieve interpersonal, academic and/or professional growth. Mentors train, educate, coach and provide support to sharing their experiences and knowledge with the protégé.

Being mentored can be a challenging and stretching experience, inviting individuals to draw on and develop their hidden personal resources and qualities. And it can be an exciting, stimulating journey of self-discovery and development which opens up new opportunities for personal fulfillment and achievement.

Mission

The SPD Mentoring Program wants to help folks succeed! Our role is to offer, in conjunction with the formal training programs, a unique opportunity to:

- * Acquire skills necessary to advance within a chosen career field
- * Enjoy a positive and successful professional experience
- * Acquire technical and nontechnical skills valued by employers

The challenge of the engineering and science fields are exciting and rewarding! At times these challenges can also be overwhelming to the point that individuals may need a little help. That's exactly what the SPD Mentoring Program is able to provide!

Components

- * Peer-to-Peer Mentoring
 - * Skill Development Workshops
 - * Functional Relationships
-

Objectives

- * Foster self-confidence, personal knowledge and strategic professional development
- * Improve chances for promotions in your career field
- * Ensure that the skills acquired, both technical and nontechnical, are qualifications and attributes valued in the workplace

Mentoring

1. What is Mentoring?
 2. Why Establish a Mentoring Program?
 3. Benefits of Mentoring Programs
 4. What Mentoring is Not
-

The purpose of this project is to explore the concept of Mentoring and ways in which the Corps can expand its application. We propose that Mentoring is *pedagogically* valuable.

What is Mentoring?

Mentoring is defined as a sustained relationship between a senior member of the organization and a junior member. In a well structured Mentoring relationship, the senior member provides help, support and guidance. There are three basic types of Mentoring:

- * Educational or Academic Mentoring which helps proteges improve their overall academic achievement
- * Career Mentoring which helps proteges develop the necessary skills to continue a career path
- * Personal Development Mentoring supports mentored individuals in providing guidance for decision making

Why Establish a Mentoring Program?

Mentors have two main roles, as experts and as role models. Mentors can act as subject matter experts, able to discuss with authority subjects in a specified area of expertise. Mentors also provide valuable role models for individuals.

Benefits of Mentoring Programs

Mentoring can help increase an individual's academic and professional achievements. It may also lead to an increase in the learner's self esteem. Because Mentoring is above all a social relationship, through contact with the mentor, the protégé develops social skills. The benefits of being a mentor are (1) recognition as a leader in the organization, (2) improved organizational relationships, (3) improved professional relationships.

Mentoring helps organizations deliver their vision and goals by working with management to:

- * increase professional performance
- * improve leadership effectiveness
- * boost commitment to championing the organization's visions and values

Mentoring stimulates and manages the individual growth necessary to deliver performance beyond present levels and beliefs of what is possible by helping individuals:

- * build a strong professional foundation
- * increase their belief and confidence in their personal effectiveness
- * recognize the importance of their role within the organization
- * develop their personal vision and uncover their value priorities
- * increase their commitment to and motivation toward the organization's vision
- * determine appropriate goals, strategies, tactics and action plans
- * enhance management, leadership and interpersonal skills
- * keep focused on the outcome they value
- * move beyond the obstacles that stop them

What Mentoring is Not

- * Automatically a pal
- * "On call" for grievances and frustrations

The key to Mentoring is a strong one-to-one relationship between a senior member and a junior member of the organization. A well-designed Mentoring project takes advantage of this one-on-one relationship. Successful Mentoring projects are structured to help the individual learn.

Networking promotes the exchange of useful information and educates all involved parties on the best measures to achieve advancement within a specified career program. Because of this, many mentors have introduced to proteges the abundance and value of professional resources and knowledge that may be accessed throughout the U.S. Army Corps of Engineers and other federal agencies.

Challenges

Technical and managerial issues may arise in the course of executing a Mentoring program. Changes in personnel and staff turnover frequently contribute to disruption in programs that have been put in place.

Mentor Qualifications

- * Strong interpersonal skills. Mentors enjoy being with people; they like interacting with others.
- * Organizational knowledge. The most helpful mentor is one who has intimate knowledge of the vision and long range goals of the organization.
- * Exemplary supervisory skills. Exemplary supervisors enjoy helping others to set objectives, create action plans, and give feedback and coaching.
- * Personal power and charisma. Positive regard and respect for others in the organization make the mentor a powerful magnet of leadership.
- * Willingness to be responsible for someone else's growth. A mentor who is secure about his or her own competence is likely to be generous with time spent in helping others to grow.
- * Patience and risk taking. It takes patience and courage to let a protégé risk and fail, all the while being there to provide support.
- * Willingness to assist in plotting a career path.
- * Integrity in maintaining the relationship between the mentor and protégé.

Mentor Characteristics

- * Willingness to assume and visibly demonstrate leadership.
- * People oriented behavior.
- * Willingness to assume responsibility and accountability as a mentor.
- * Knowledgeable about the organization's goal, policies, functions, communication channels, training program, etc.
- * Willingness to help set developmental goals, coach and give feedback.
- * Aware of resources available within and outside of the department.
- * Committed to the development of protégé.
- * Willingness to share personal experiences relevant to the needs of the protégé.

The Mentor will:

- * Be able to devote at least two hours per month to meet with protégé
- * Be willing to participate in program for at least six months
- * Be willing to meet briefly with Program Manager
- * Be willing to attend or make presentations at sessions or training workshops

The Protégé will:

- * Be able to devote at least two hours per month to meet with mentor
- * Be willing to participate in program for at least six months
- * Be willing to meet with Program Manager

The Process

The process is simple! Upon your decision to enter the Mentoring Program, either as a Mentor or Protégé, you will be provided a list of names of those individuals wishing to participate in this program. The best match is usually one made by parties selecting their own mentor's and/or proteges. In many cases, you may feel more comfortable asking someone you know rather than being matched by a third party. In other circumstances, especially for new employees, the preference may be to have a mentor selected for them. In this case, we will assist in providing a matching mentor and protégé.

After the match is made, it will be the responsibility of the mentor and protégé to work together to develop the plan of action and decide how it will be accomplished. The plan of action should attempt to identify specific opportunities for improvement and focus on answering the following questions: What are your strengths? What are your current goals? What is your career strategy? What training have you had and will you need?

Together, at each milestone, the mentor and protégé will measure progress, determine goals and redirect if necessary. Most importantly ...CELEBRATE the accomplishments! **You will get out of it as much as you put into it!**

Follow-up

At the end of the six-month period, the Mentor and Protégé will each be asked to meet with the Program Manager, when feasible, or telephonically converse to help determine the success of the program. If both parties wish to continue the relationship, they are encouraged to do so.

MENTORING PROGRAM

APPLICATION FORM

I would like to sign up for the Mentoring Program. I understand that participation in this program is voluntary and is for a six month period, unless otherwise extended by me. (Please mark which category you wish to participate in. If you wish to be both a Mentor and Protégé, please submit two separate applications.)

CATEGORY: MENTOR _____ PROTÉGÉ _____

NAME: _____ DIVISION/DISTRICT: _____
(Last, First, Middle Initial)

OFFICE SYMBOL: _____ POSITION HELD: _____

CAREER FIELD/: _____ MAJOR: _____
MAJOR

MAILING ADDRESS: _____

TELEPHONE NO: _____ FAX: _____

E-MAIL ADDRESS: _____

If you have a preference by individual name or occupation of your mentor/protégé, please indicate:

Prospective Proteges: What do you hope to gain from the Mentoring Program?

Prospective Mentors: What interests, accomplishments and skills can you bring to the Mentoring Program?

Return this form to:

DO NOT WRITE BELOW THIS LINE

Date Received: _____

Matched With: _____
(Last, First, Middle Initial)

Date: _____

Division/District: _____

Work Phone _____
